Adaptability

Definition: Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.

Contributing	Journey	Advanced
• Performs work, without causing disruption, in spite of changes that may occur with regard to processes/procedures, situations, tasks, and responsibilities. • Readily adjusts to shifting priorities and changes in processes and procedures. • Able to work with a variety of staff and clients who have different cultural, social, educational, and economic backgrounds in order to communicate standard operating/procedural requirements.	• Effectively and efficiently performs work processes/procedures, situations, tasks, and responsibilities. • Readily adjusts to shifts in unit goals and objectives. • Communicates with people from all levels of the organization or with those who may be associated with the organization in order to negotiate outcomes, convey information or system requirements, and/or to offer solutions to problems.	• Anticipates, readily accepts and communicates changes in work processes/procedures, rules, regulations, and other activities by acting upon or shifting priorities, notifying stakeholders, and/or effectively performing responsibilities. • Correlates external to internal demands/expectations and takes appropriate action, involving upper management and affected staff. • Seeks and obtains buy-in from a variety of external/internal resources, with regard to changing and/or shifting priorities, demands, requirements.

Analytical Thinking/Analysis

Definition: Relating and comparing data from different sources, identifying issues; gathering relevant information, and identifying other ways of doing things

Contributing	Journey	Advanced
• Approaches a situation or problem by defining the problem or issue. • Considers all available information. • Arranges information effectively and efficiently. • Calculates correctly. • Identifies appropriate tools and methodologies.	• Identifies and understands issues, causes, problems, and opportunities. • Breaks down data/information into measurable/ understandable/usable units. • Gathers and compares information/data from different sources to draw conclusions. • Uses tools to identify meaningful patterns or relationships. • Asks clarifying questions and probes for relevant information. • Identifies cause and effect of problems; looks at underlying problems for solution. • Identifies correlations between groups of information/data. • Collects, relates, associates or compares data to identify options/alternatives. • Determines the significance of an issue/problem. • Draws conclusions about the meaning of the data. • Makes a systematic comparison of two or more alternatives. • Notices discrepancies and inconsistencies in data/information. • Approaches a complex task or problem by breaking it down into its component parts and considers each part in detail.	• Identifies the impact of events or decisions on stakeholders/customers. • Weighs and prioritizes the costs, benefits, risks or chances for success. • Identifies parameters, limitations, or boundaries that impact situation.

6/1/05

Attention to Detail

Definition: Accomplishing tasks and processes accurately and completely.

Contributing	Journey	Advanced
• Follows instructions or standard operating procedures for assigned tasks. • Asks for clarification of instructions as needed. • Performs routine or repetitive tasks completely and accurately. • Checks work for mistakes before processing or submitting for review. • Compares finished work to what is expected.	• Ensures non-routine, non-repetitious work meets standard operating procedures. • Checks and rechecks work prior to and after completion. • Seeks approval of supervisor upon submission of a completed product. • Creates tools (e.g., inventories, checklists) to ensure that all parts of a job, task, or project are completed. • Uses appropriate record-keeping methods.	• Ensures that systems, requirements, rules, regulations, and compliance criteria function and are maintained when handling multiple, complex projects/assignments. • Develops standard operating procedures on new, non-routine, non-repetitious projects/assignments and large projects. • Checks and rechecks work of others, considering inclusion of internal as well as external requirements and preferences. • Considers and includes details that are not obvious (e.g., political climate, economic realities). • Checks outcome of project/process for accuracy, effectiveness, and efficiency.

6/1/05

Coaching

Definition: Providing positive models, guidance, and feedback to help others strengthen their knowledge and skills to accomplish a task or solve a problem to improve job performance.

Contributing	Journey	Advanced
• Communicates general job expectations • Provides basic instruction and answers questions to help others strengthen or reinforce skills or improve performance. • Demonstrates positive work habits • Observes others performance and gives feedback	• Provides detailed instruction and models to help others improve, strengthen, and reinforce skills or improve performance. • Encourages questions and employee involvement during process to ensure understanding duties, tasks or responsibilities. • Provides feedback to reinforce or help others improve their job performance. • Recognizes most situations that warrant positive or corrective feedback • Reinforces importance of performance standards • Establishes good interpersonal relationships by helping people feel valued appreciated and included in discussions	• Provides and clarifies detailed instruction, reinforces efforts and progress • Identifies skills/knowledge that help the employee develop their career development • Delivers both constructive and positive feedback clarifying impact of performance on the mission of the organization • Establishes good interpersonal relationships by helping people feel valued appreciated and included in discussions. • Analyzes employee performance and partners with individuals or groups to create a plan designed to help them improve their job performance.

Communication

Definition: Clearly conveying verbal, non verbal (sign language, body language, gestures), or written information and ideas to individuals or groups to ensure that they understand the message. Listens and responds appropriately to messages from others.

Contributing	Journey	Advanced
• States message in a clear manner. • Listens to others. • Uses language that is easy for others to understand. • Ensures that information gets to the right person within agreed upon time frames. • Uses correct grammar, punctuation, and spelling to communicate basic information.	• Clarifies the purpose and importance of the message; presents ideas in a concise and clear manner. • Explains programs policies and procedures in language understood by the customer. • Ensures that major points follow a logical sequence. • Uses a style (formal, informal) that is appropriate for the listener, group, reader. • Seeks input, listens and checks for mutual understanding; asks for clarification as needed. • Considers the impact of the message on the organization or customer.	• Structures message in keeping with listener's experience, background and expectations; uses terms, examples, and analogies that are meaningful to the listener. • Uses an effective and approachable style that engages others and builds credibility; persuades and negotiates to build rapport. • Adjusts communication style for different audiences. • Provides rationale when delivering complex or challenging information. • Selects most appropriate medium when conveying information to large groups; selects appropriate medium to reinforce message. • Assesses and weighs the impact of the message on the organization or customer including legal/regulatory implications. • Advises and consults with others to ensure accuracy and appropriateness of communications.

Consulting

Definition: providing guidance, advice and counsel to others in a particular area of expertise

Contributing	Journey	Advanced
• Listens to customers to identify needs or problems. • Conveys customer needs to others involved. • Offers suggestions to resolve problems or issues. • Refers complex situations to higher level consultants. .	• Determines customer expectations. • Determines who should be involved in project or solution. • Works together with customer to discuss alternative solutions. • Works with customer to resolve issues by applying expert knowledge. • Conducts research as needed to assist customer in problem resolution. • Identifies and uses relevant tools to collect and analyze data. • Shares results of research or expertise to gain agreement on next steps. • Builds support for planned outcome. • Provides guidance to customer during implementation of program, project or service. • Conducts evaluation of program, project or service to determine if customer needs were met.	• Regularly provides expertise and counsel to internal/external customers (eg. Individuals, committees, boards or other governing bodies.) • Analyzes and incorporates appropriate market or industry trends and best practices in area of program specialty. • Interprets and synthesizes data based on broad understanding of organizational impact and professional expertise. • Understands relationships and dynamics of program areas as they impact service delivery or project. • Projects or forecasts trends or outcomes from review of data, knowledge of field and organizational systems impact. • Advises senior level decision-makers on an on-going basis to develop long-range strategic goals and alternatives.

6/1/05

Continuous Improvement

Definition: Taking action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure impact.

Contributing	Journey	Advanced
• Understands and follows existing quality standards and processes. • Chooses appropriate alternatives from a set of options. • Identifies and recommends changes, additions, and/or deletions to processes. • Tests solutions and/or options and reports impact of results.	• Assesses, identifies, and recommends modifications to systems and/or processes. • Analyzes the effect and/or impact of each system/process modification. • Chooses the best solution, considering impact on internal/external processes or systems. • Tests solutions and modifies as appropriate. • Ensures that quality standards are followed. • Monitors processes and outcomes on a continuing basis. • Seeks and evaluates feedback from customers on the effectiveness and efficiency of processes and outcomes.	• Assesses opportunities for system improvements to optimize customer service. • Establishes measurement criteria. • Identifies gaps between requirements and current outputs. • Explores cause and effect relationships regarding quality issues. • Distinguishes causes from symptoms. • Tests solutions and reviews impact considering the entire quality cycle (i.e., external to internal relationships). • Ensures that entire quality processes, standards, and outcomes are established, followed, measured, and improved.

Creativity

Definition: Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities.

Contributing	Journey	Advanced
• Open to new ideas for solving problems and for dealing with or improving established operating procedures. • Suggests creative options to improve existing procedures, processes in order to improve work output or to problem-solve.	• Generates and evaluates new ideas for solving problems and for dealing with or improving established operating procedures. • Investigates, researches, considers, and offers a variety of solutions or options to solve problems or stimulate opportunities. • Challenges assumptions about the way problems or situations are defined or presented and offers alternatives. • Is not constrained by the thoughts or approaches of others. • Ensures that creative solutions address relevant work issues and is accepted by those involved. • Seeks perspectives and input from diverse sources and evaluates multiple solutions. • Considers past experiences or methods when arriving at new ideas	• Draws upon multiple and diverse sources for ideas and inspiration • Identifies and develops new ideas and objectives to achieve organizational goals. • Considers multiple viewpoints and the impact on the organization prior to implementing solutions, process improvements, or system changes. • Obtains buy-in from a variety of internal/external stakeholders.

Customer Service

Definition: Develops and maintains strong relationships with customers by listening and understanding the customer and responding to identified needs.

Contributing	Journey	Advanced
• Can identify both internal and external customers that receive products or services. • Responds to customer needs within established parameters. • Accessible to the customer and provides prompt, attentive service. • Listens carefully and checks for understanding of customer needs. • Demonstrates courteous actions and follows the organization's established protocol for customer service.	• Anticipates, identifies and understands customer's service needs. • Identifies options, develops solutions and takes action when responding to customer needs. • Remains accessible to the customer when balancing multiple priorities. • Assesses or checks with customer to ensure solution meets needs. • Develops relationships/partnerships with internal/external customers.	• Identifies trends that impact service delivery to groups or individual customers. • Develops plans to improve service delivery based on customer feedback. • Looks for ways to remove barriers to optimize service delivery. • Proactively seeks to determine customer needs. • Identify ways to streamline processes/procedures and link resources for efficient and effective customer service. • Develops creative solutions to respond to service needs.

6/1/05

Decision Making

Definition: Taking action consistent with available facts, constraints, and probable consequences; using effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions.

Contributing	Journey	Advanced
• Makes determinations by following specific guidelines, standard operating procedures, laws, rules, and/or regulations. • Makes decisions that affect an individual or limited group of people, a work unit, or a single program. • Consults supervisor when dealing with out-of-the-ordinary situations, prior to making determinations or conclusions. • Commits to action and implements decisions within agreed/reasonable time.	• Recognize issues, problems or opportunities and determines what action is needed. • Gathers available information and selects option best suited to situation. • Makes determinations by interpreting and/or incorporating laws, rules, and/or regulations that effect several specific groups of people, a large segment of the public, multiple work units, and/or programs. • Consults with management if decisions have organizational and/or public impact. • Considers impact on environmental conditions, public health, safety, and/or well-being, or life-style; or a substantial use/waste of manpower, and use/loss of time and monetary resources. • Considers impact on productivity and service delivery. • Considers short and long term impact of decisions.	• Makes independent decisions without supervisory input, by interpreting and/or incorporating laws, rules, and/or regulations that impact statewide programs/activities, and/or local government, or the public, as a whole. • Authorizes changes, add, and/or delete internal rules, regulations, and/or standard operating procedures. • Reflects on past decisions to prevent reoccurrence of problems. • Interprets trends and uses data to improve decisions.

6/1/05

Facilitation

Definition: Assisting a group or individual to accomplish specific goals or manage change by providing the needed structure and environment for interactions to be effective.

Contributing	Journey	Advanced
• Knows and applies principles and practices of group process and dynamics. • Uses basic techniques for effective meeting management. • Fosters environment that encourages participants to contribute including remaining neutral, identifying barriers and suggesting alternatives. • Knows how to intervene and ask questions to help the group focus on goals. • Listens and responds to participants' ideas and concerns and remains open to feedback offered by others. • Questions established work processes and recommends changes for improvement.	• Selects and uses assessment tools (focus groups, observation, interviews, surveys, etc.) to assist clients in determining problems and opportunities. • Knows and implements methods for managing group dynamics and the personal and professional needs of team members. • Guides others in implementing interventions (e.g., team building, mediation, conflict resolution, reorganization, strategic planning.) • Assists clients in recognizing, assessing, and communicating results of activities or impact of change. • Helps individuals overcome resistance to change; supports others in accepting change.	• Understands and responds to the complexities of group dynamics, team development and behaviors. • Assists clients in identifying action plans and determining interventions to reach their organizational development goals. • Follows up with group sponsor to resolve issues and questions identified by the group. • Actively seeks out and encourages suggestions for improvement. • Prompts others to question established work processes or assumptions. • Challenges others to ask "why" until underlying issues are identified and workable solutions can be found. • Understands and explains change in terms of impact on daily activities and relationship to organizational goals. • Smoothes the process of change by recognizing the initial confusion or frustration that change can cause; clarifying directions or providing training on the new processes. • Recognizes and rewards others who propose or adapt well to change; implements measures to maintain and reinforce improvements.

Formal Presentations

Definition: Presenting ideas effectively to individuals or groups; delivering presentations suited to the characteristics and needs of the audience

Contributing	Journey	Advanced
• Follows an established objective that reflects the needs of the audience. • Maintains audience attention while speaking. • Uses visual aids to enhance the audience's understanding of content.	• Establishes objectives that reflect the needs of the audience. • Keeps the audience engaged through the use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection. • Presents main ideas that support the objective of the presentation, and presents facts, evidence, and details that support the main ideas; delivers information in a logical order to aid understanding. • Uses body language (e.g., eye contact and gestures) that is consistent with verbal communication and aids understanding. • Involves the audience by soliciting questions and input; actively listens and responds to questions and objections; clarifies as needed to help achieve the goals of the session. • Summarizes the main ideas of the presentation; calls the audience to take action or make decisions, where appropriate.	• Makes adjustments to presentation when audience responds differently than expected. • Uses a variety of techniques (role playing, simulations, hand-on activities) designed to engage the audience. • Follows up with audience participants to ensure understanding of presentation content. • Uses complex technology for presentations to include computers, projection systems, video systems in large venues.

6/1/05

Initiative

Definition: ***Taking prompt action to accomplish objectives; taking action to achieve goals beyond what is required; being proactive.***

Contributing	Journey	Advanced
• Takes responsibility for, responds to and accomplishes objectives /work assignments. • Follow-ups and takes routine action without being prompted. • May suggest ideas for improving standard work processes.	• Takes immediate action when confronted with a problem or when made aware of a situation even if conflicts or barriers present themselves. • Generates and carries out new ideas and/or potential solutions to improve standard or assigned work without being asked. • Looks for challenging tasks and assignments.	• Anticipates potential problems, internally or with customers, and takes action to prevent them. • Actively pursues opportunities to initiate solutions to problems in assigned work and beyond the area of responsibility, rather than waiting for others to take action. • Responds to problems with a sense of urgency; proactively identifies opportunities to help the department or organization address key business issues and goals. • Goes above and beyond—Takes action that goes beyond job requirements in order to achieve objectives.

Integrity

Definition: *Maintaining social, ethical, and organizational norms; firmly adhering to codes of conduct and ethical principles.*

Contributing	Journey	Advanced
• Keeps commitments by performing actions as directed. • Deals with people in an honest and forthright manner.	• Keeps commitments by performing actions as promised. • Represents information and data accurately and completely. • Keeps information confidential and in a safe place and discloses confidential information only when authorized. • Ensures that words and actions are consistent; behaves consistently across situations. • Recognizes his or her own mistakes and describes problems accurately to those who need to know. • Follows professional codes of conduct as applicable (e.g., client confidentiality, professional oaths).	• Behaves in an honest, forthright, and consistent manner in all situations including those where extreme pressure to act otherwise is applied. • Recognizes own and others mistakes and takes corrective action to ensure organizational integrity.

Judgment

Definition: Weighing alternative actions and making decisions that incorporate opinions, facts, tangible and/or intangible factors.

Note: Judgment specifically deals with the quality of decisions based on given or available information

Contributing	Journey	Advanced
- Chooses most appropriate course of action based on established guidelines. - Reviews all pertinent and available information when considering options. - Consults with supervisor prior to deviating from established processes/procedures. - Verifies that proposed action meets needs.	- Reviews and evaluate data and trends to choose an appropriate course of action. - Considers organizational and management views to determine short and long term impact. - Considers alternative actions or options to meet customer needs. - Makes decisions based on available information and logical assumptions. - Draws on experience/best practice information to determine course of action.	- Reaches conclusions and acts without consulting supervisor. - Considers impact on statewide service delivery and establishment of rules and laws. - Renders opinions/decisions based on organizational knowledge. - Serves as an internal expert to management in making accurate judgments.

6/1/05

Leadership and Influence

Definition: Using appropriate interaction skills and methods to guide individuals or groups to accomplish work.

Contributing	Journey	Advanced
• Understands the organization's mission and goals. • Builds trust and teamwork. • Models commitment, energy and interaction. • Provides direction and checks for understanding.	• Communicates the organization's mission and goals. • Honors commitments. • Sets measurable and achievable results and expectations. • Maintains group cohesiveness and cooperation. • Helps group process and gaining agreement/commitment to ideas, plans or courses of action. • Sets good example by modeling enthusiasm, hard-working attitude, competence and quality that they expect from others. • Demonstrates commitment to growth and development of staff. • Accurately assesses the skills, feelings, concerns, and the needs of others. • Rewards and recognizes employees contributions. • Maintains and enhances others' self-esteem. • Communicates openly and honestly to develop trust.	• Provides feedback and coaches to improve performance. • Gains others' understanding and commitment to courses of action. • Acknowledges concerns of others and responds with empathy. • Develops and communicates the vision of challenging goals, growth and progress. • Understands and uses appropriate techniques to motivate others.

6/1/05

Managing Conflict

Definition: Dealing effectively with others in difficult and complex situations; using appropriate interpersonal skills and methods to reduce tension or conflict.

Contributing	Journey	Advanced
• Recognizes conflict; takes positive action to resolve conflict; seeks potential solutions or positive courses of action. • Maintains self-control to objectively work toward resolving conflict; avoid behaviors or issues that may lead to or intensify conflict.	• Identifies and diffuses conflicts. • Clarifies the current situation to understand the conflict by collecting information from relevant sources. • Views the conflict objectively from all sides. • Applies appropriate conflict resolution skills, strategies, or interventions, (e.g., NCI, etc.) • Establishes a clear and compelling rationale for resolving the conflict; stays focused on resolving the conflict; avoids personal issues and attacks.	• Seeks and presents potential solutions or positive courses of action to resolve the conflict. • Takes positive action in a way that resolves the issue, dissipates the conflict, and maintains the relationship. • Ensures that all parties are aware of agreements and required actions.

Managing Performance

Definition: Establishing work standards, measuring performance of others, and developing individuals' competencies.

Contributing	Journey	Advanced
- Understands performance standards. - Explains and applies established work rules, standards, guidelines and policies. - Makes minor changes and/or recommends changes to performance standards. - Conducts employee evaluation session, informs employees of performance progress. - Recommends training classes to employees to improve performance. - Provides on the job training.	- Establishes work standards to achieve high level of quality, productivity, or service. - Sets criteria used to measure established work standards. - Communicates and works with employees to gain understanding of and commitment to set standards. - Provides ongoing feedback to employees on performance expectations. - Works with employees to overcome obstacles to complete tasks or assignments. - Assesses and measures the performance of others according to established performance management process. - Identifies and creates plans for needed improvement. - Works with employees to identify areas for career development and sets specific development goals. - Creates a learning environment and ensures that opportunities for development are available.	- Develops or ensures the development of rules, standards, guidelines, and policies governing quality and quantity of work. - Creates new performance standards as needed for unusual or precedent setting situations. - Reviews accomplishments to assure that program missions and goals are being met. - Collaborates with others to establish standard work plans. - Explores options for support of development opportunities. - Removes barriers to development. - Determines appropriate developmental activities and secures resources to support development efforts.

Negotiation

Definition: Effectively exploring alternatives and positions to reach outcomes that gain the support and acceptance of all parties.

Contributing	Journey	Advanced
• Clarifies the current situation, shares information openly, and identifies issues and concerns of all parties. • Identifies points of agreement/disagreement and considers the needs and viewpoints of others.	• Works to keeps the discussion focused on key issues. • Handles differing points of view in a positive way. • Examines relevant viewpoints and explores alternative approaches. Reviews pros and cons. • Considers all parties needs, concerns and initial positions. • Evaluates options or solutions openly, fairly and engages in mutual problem solving. • Facilitates agreement through a give and take process that considers each party's needs.	• Challenges participants to reach consensus. • Builds support for negotiated solution. • Responds to objections by emphasizing value of preferred alternative; exposes problems of undesirable alternatives. • Provides follow-up to involved parties to ensure solution meets needs.

Organizational Awareness

Definition: Understanding the organization's mission, the function of the specific work unit and how they work with other work units to serve the customer.

Contributing	Journey	Advanced
• Understands duties and purpose of his/her position. • Begins to recognize how work units work together. • Understands how primary duties/purpose of the position contribute to accomplishing the goals of the work unit. • Recognizes the customer and understands his/her role in meeting their needs.	• Understands the primary duties/purpose of the work unit and how the unit contributes to accomplishing the goals of the organization. • Understands how individual decisions impact the achievement of the organization's goals. • Considers how one's actions affect the public view of the organization. • Considers how one's interactions with customers reflect the organization's goals.	• Considers the impact of work products, outcomes, organizational changes on citizens and the community. • Communicates goals, mission and priorities of the organization when interacting with the community and organizational stakeholders. • Identifies various customers' changing needs and adapts organizational service delivery system accordingly.

6/1/05

Planning and Organizing Work

Definition: Establishing courses of action for self and/or others to ensure that work is completed efficiently.

Contributing	Journey	Advanced
• Understands objectives and priorities related to activities and tasks. • Recognizes and obtains required equipment and/or materials that are needed to do the job. • Accomplishes tasks within established timelines. • Understands obstacles/roadblocks; makes alternative plans to ensure timely task accomplishment.	• Determines project/assignment requirements by breaking them down into tasks. • Sets objectives and prioritizes activities and tasks; adjusts priorities when appropriate. • Ensures that required equipment and/or materials are available. • Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently. • Anticipates obstacles/roadblocks and prepares alternative plans to ensure timely task accomplishment. • Uses time effectively and does not let distractions interfere with getting the job done.	• Identifies critical and less critical activities and tasks; develops timelines and milestones. • Sets objectives and clearly prioritizes activities and tasks; adjusts priorities when appropriate. • Allocates appropriate amounts of time for completing own and others' work; avoids scheduling conflicts.

6/1/05

Problem Solving

Definition: Identifying problems, determining possible solutions, and taking action to resolve the issues.

Contributing	Journey	Advanced
• Identifies and acknowledges basic component, or system issues/errors. • Seeks resolution of problems that have limited impact on small groups, work unit, or single program. • Implements standard course(s) of action to resolve a problem within established timeframes and administrative and technical requirements. • Involves supervisor when dealing with out-of-the-ordinary issues to determine most appropriate course of action.	• Identifies problems that require in-depth analysis of symptoms. • Gathers and analyzes/interprets information to better understand problems. • Creates relevant options for solving problems. • Chooses appropriate action by considering implications and consequences. • Seeks input from stakeholders (e.g., subordinates, peers, management, customers.) • Checks outcome of problem resolution.	• Anticipates and proactively pursues issues or problems. • Recognizes inherent problems and issues caused by ineffective and/or overlooked policies, procedures, rules, regulations, and laws. • Detects trends, associations, and cause-effect relationships. • Includes key policy makers, the community, and other stakeholders in the decision-making process to ensure buy-in and understanding of issues, problems, and resolutions. • Measures outcome of problem resolution and takes further action as needed.

Project Management

Definition: Providing oversight for a formal project that establishes a set of tasks and activities associated with an intended outcome and timeline

Contributing	Journey	Advanced
• Manages one component or module of an established project. • Uses established resources (people, money, rules, materials) to accomplish project tasks. • Clarifies tasks to ensure milestones are met. • Checks schedule to ensure milestones are met.	• Defines goals and scope of project. • Identifies necessary tasks and deliverables. • Determines project timelines and milestones. • Manages project by ensuring that milestones are met. • Uses appropriate tools (software, communication, etc.) to manage project. • Works with and manages those assigned to project team (where supervisory relationship may or may not exist.) • Periodically reviews project resources to ensure people, data, materials are used as intended. • Negotiates new or revised project timelines with appropriate people. • Evaluates success of project and reports outcomes to project stakeholders. • Analyzes unsuccessful outcomes and implications.	• Anticipates potential problems or barriers that impact project goals. • Collaborates with others to avoid or overcome problems or obstacles. • Manages complex on projects with far reaching impact (e.g. statewide or cross divisional.) • Manages multiple complex projects at one time. • Works within the formal and informal organizational structure to reach outcome. • Networks with key organizational staff who influence outcomes and assist with overcoming obstacles. • Solicits and incorporates input and support from project sponsor or champion. • Understands at what point to involve legislature, stakeholders, sponsors, partners to ensure milestone/outcomes.

DHHS Career Banding
Competency Profile

Safety Awareness

Definition: Being aware of and maintaining conditions that ensure a healthy and safe working environment.

Contributing	Journey	Advanced
• Performs tasks safely to avoid danger to self or co-workers. • Identifies and informs supervisor of potential safety problems. • Uses appropriate protective equipment in a safe manner.	• Identifies and resolves potential safety problems and unsafe work practices; warns others of potential hazards. • Shows employees safe ways to perform job tasks or use equipment. • Informs employees of safety and health information. • Incorporates accident prevention and corrective measures in all activities. • Regularly assesses safety conditions; conducts periodic inspections and drills; identifies potential hazards; and resolves problems.	• Demonstrates commitment to provide safe working environment by making sure that all employees have appropriate training and equipment. • Develops and enforces regulatory standards. • Develops plan(s) to ensure safety and "prepared response" in the event of an emergency. • Follows appropriate post-emergency procedures.

6/1/05

Teamwork

Definition: Actively participates as a member of a team to move toward the completion of goals.

Contributing	Journey	Advanced
• Listens and considers the ideas of team members. • Shares relevant or important information with the team. • Supports team decisions. • Treats team members with respect and understanding. • Offer suggestions, opinions, and information to team members.	• Listens and involves others in team decisions and actions. • Encourages input from other team members. • Understands how team decisions affect others. • Values and uses individual differences and talents. • Identifies barriers and resources to achieve team goals. • Demonstrates personal commitment to the team. • Balances individual responsibilities with team activities.	• Integrates teamwork philosophy into strategic planning and program development. • Solves team-related problems with tact. • Provides necessary resources and removes obstacles to help team accomplish its goals.

6/1/05

Technical/Professional Knowledge

Definition: Having achieved a satisfactory level of technical and professional skill or knowledge in position related areas and keeping up with current developments, trends, necessary equipment, etc. in areas of expertise.

Contributing	Journey	Advanced
• Performs a limited variety of recurring and related tasks/functions in a specialized/distinct field/program using steps/processes/functions/applications that are readily understood. • Provides technical assistance to others by troubleshooting simple technical problems. • Takes requests from others to solve problems of limited complexity or refer to appropriate technical experts. • Possess required certification, licensure, educational level and/or experience criteria.	• Understands both standard and non standard work processes related to organization objectives. • Applies and interprets technical professional regulatory knowledge to complete standard or non standard tasks. • Performs a variety of recurring and non-recurring work that involves related or varying processes. • Analyzes and determines various courses of actions and appropriate services. • Solves unusual problems that require the application of non-standardized and changing data and transactions to determine the best course(s) of action. • Possesses and maintains required certification, licensure, and/or educational level and experience criteria.	• Applies and interprets technical /professional/ regulatory knowledge to resolve unique or highly complex situations • Actions result in wide application/effect on the unit and other areas/units. • Performs a large number of widely varying and broad functionally diverse assignments that requires in-depth analysis and problem solving that uses undefined data sources and weighs impact on the client and the organization. • Develops work concepts, policies, and procedures using broad, non-specific administrative guidelines, methods, and procedures. • Serves as a "technical expert" within the work unit guides, directs and coaches others regarding application and interpretation of technical professional regulatory issues. • Has a thorough and extensive understanding of programs, concepts, and practices in a major field as well as a general understanding of one or more different work fields. • Possesses and maintains required certification, licensure, educational level, and/or experience criteria.

6/1/05

Training

Definition: Leading, guiding or enabling others to develop new skills or knowledge that will enhance their work.

Contributing	Journey	Advanced
- Uses basic adult education principles and practices. - Communicates learning objectives to the participants. - Uses language and activities appropriate to the education, experience, and diversity of the participants. - Checks often for participants' understanding. - Actively involves participants in training. - Achieves learning objectives within time constraints. - Follows instructor guides to present content as intended. - Knows the subject matter to be presented. - Uses provided instructional aids, audio-visual equipment, and materials effectively.	- Develops and conducts needs assessments to determine training needs. - Sets measurable training objectives. - Customizes training to meet learners' needs. - Provides constructive feedback and checks for understanding. - Facilitates collaborative learning by emphasizing participation and interaction. - Revises training based on testing, feedback, and evaluation. - Selects and uses appropriate multi-media in course design and delivery. - Follows sound instructional design principles (e.g., selecting appropriate instructional strategies, grouping materials, and piloting training). - Evaluates training by gathering learner feedback.	- Obtains management input on key learning needs. - Encourages and provides independent learning opportunities. - Works with managers to ensure that training is supported on the job and used as intended. - Understands the concepts, issues and barriers impacting transfer of new skill/information back to job. - Links research to task to validate training efforts. - Incorporates follow up activities into course design to support learners' transfer of learning to the job. - Uses appropriate level of evaluation consistent with program goals. - Looks for ways to build in multiple learning methods to meet diverse learners' needs. - Analyzes evaluation data and draws meaningful conclusions.